TRAINED LEADERS

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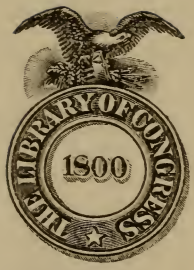

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CHICAGO LOCATION — ASSOCIATION BUILDING

TRAINED LEADERS

PREPARED BY
FRANKLIN W. GANSE
HENRY H. MARCUSSON
FRANK H. BURT

"In This Day Trained and Consecrated Men are the Human Necessities of Every Great Christian Work, and in None More than in the Work of the Young Men's Christian Association."—Judge Selden P. Spencer, St. Louis, Mo., Circuit Court.

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"To exhibit and emphasize the growth of the American Young Men's Christian Associations in a successful leadership, composed of both laymen and trained employed officers." *This is said by the International Committee, in its Jubilee Convention announcement, to be one of the chief purposes of the commemoration.*

As a part of that exhibit, The Secretarial Institute and Training School of Young Men's Christian Associations, of Chicago and Lake Geneva, presents this account of its share in the training of employed and volunteer Association leaders.

Chicago, May, 1901.

"*There is no place in the modern world for the unskilled; no one can hope for any genuine success who fails to give himself the most thorough technical preparation, the most complete special education. Good intentions go for nothing, and industry is thrown away if one cannot infuse a high degree of skill into his work. The man of medium skill depends upon fortunate conditions for success: he cannot command it, nor can he keep it. The trained man has all the advantages on his side; the untrained man invites all the tragic possibilities of failure.*"—HAMILTON W. MABIE.

JAMES H. ECKELS

JOHN V. FARWELL, JR. JAMES L. HOUGHTELING

SELDEN P. SPENCER

I

Trained Leaders

The need of training for success in life is now universally recognized.

The easy performance of the special tasks of a man's chosen life work comes only after complete understanding and repeated drill. When the training is perfect, all routine matters, of whatever difficulty, are performed with a skill which is unconscious, and the faculties reserve their force and initiative for emergencies.

All the obvious arguments for training for any success in life apply with unusual force to the leader in work for the making of Christian manhood. The leader must not only be a better man than the follower, he must also be a better man than the commander or the manager, for to lead is more than to command or manage.

Successful work for the development of a strong young manhood touches every side of life. Young men are all important to the world and the church. They are of all sorts and conditions. Their perils are imminent. Expert ability alone can avoid unnecessary errors and leave the worker the best use of his natural powers in the critical opportunities continually presented. A great part of the work is done upon, with or through volunteer committeemen who are themselves, in most cases, chosen because they are leaders in their own fields. The man who leads such men must be a trained specialist.

The General Secretary was, in the early days of the American Associations, the only paid officer, but the widening work has created from time to time the directorships of the Physical, Educational, Religious, and the Boys' sections.

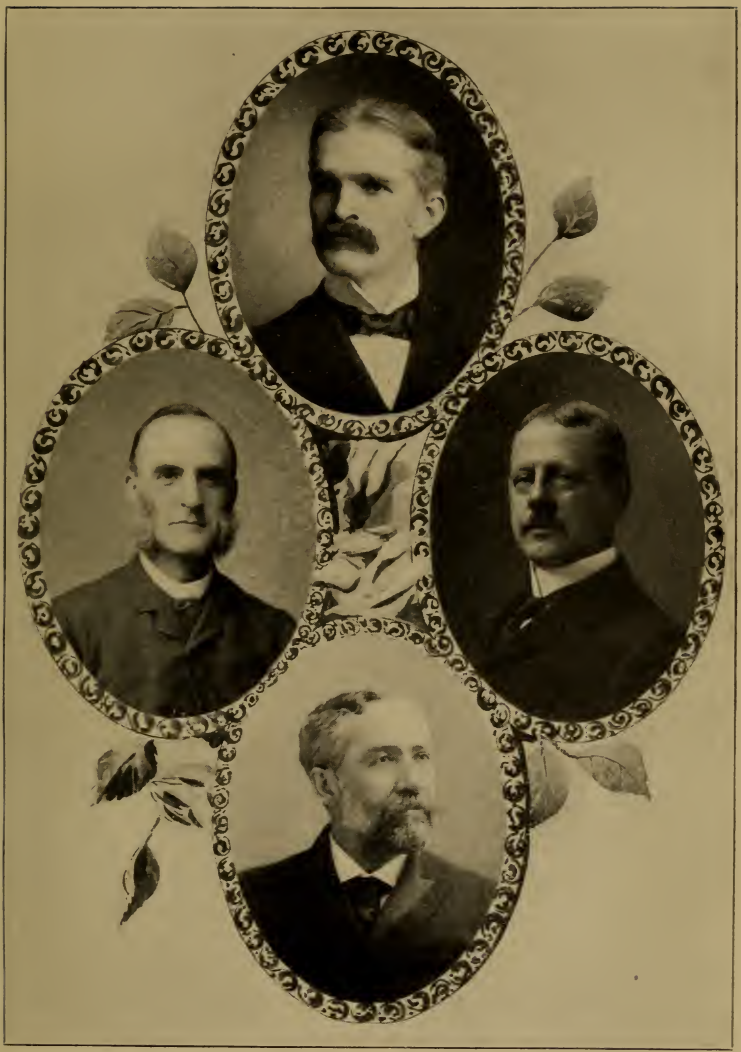
As the Associations have increased in number, strength, and property, the demand for more and stronger employed officers has grown. The need for their better equipment was long ago recognized. They were first educated in the actual work. Such a course was thorough, but slow and expensive—especially to the work. Yet many leaders have had no other training, because in their day there was no other.

Outlines of study which have culminated in the Association Hand Book, came later, and with attendance on conventions and conferences, and practical work in subordinate capacities, constituted a much more logical preparation.

For some years men were trained in prominent Associations, by taking courses of study and work under their secretaries; in some cases moving about from city to city till the course was finished.

But at last the natural thing occurred. Special schools were founded to fit men for these special professions, and the example of other religious and secular callings was followed, with variations to suit the special ends in view.

The volunteer workers in the Young Men's Christian Associations have gotten their training in actual work, by reading, and by attendance upon brief conventions. But the work has become so varied, so widespread, so complicated that they, too, feel the need of special training, and the same institution which does the one work



WILLIAM FRASER MC DOWELL

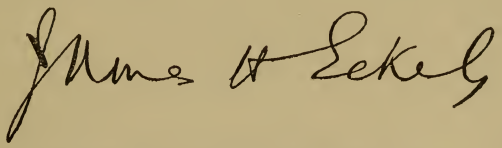
RICHARD C. MORSE

T. S. MC PHEETERS

D. A. BUDGE

should be prepared to do the other. Some future International convention announcement (see Preface) may be able to write the word "trained" before the "laymen" as well as the "employed officers."

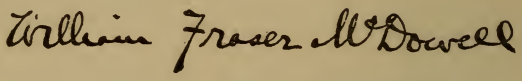
"I am certain that there was never more necessity than at present for a thoroughly trained body of men to do the work of the Young Men's Christian Association. The leaders who accomplish results are those who have schooled themselves in the underlying principles and beliefs of the Bible, and have added to such schooling a practical knowledge of the needs and difficulties of young men. The school that fits them for such a work must always be of service to the Association, and the men who avail themselves of its benefits prove the most efficient in accomplishing good. A trained leadership in Association work is as essential as a trained leadership in the field of education, science, or public life. Without it, all progress comes to a standstill."



President Commercial National Bank, Chicago.

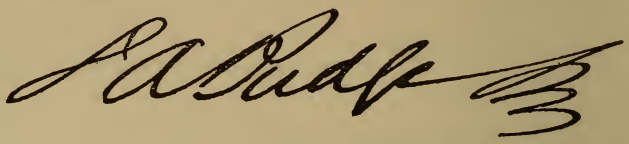
"Lord Salisbury said to Lord Roberts just before the latter started to South Africa, 'We are finding out that this war depends upon the generals.' That tells the whole story for governments, and churches, and Associations. I have been a careful observer of Association work in many of its departments for years, and am persuaded that, under God, the strength of the work in city or college depends upon the strength of the men in charge of it. The quality of leadership is necessary; the weakling always fails. Training is necessary to keep the strong man in right paths, and to give him right methods. The Young Men's Christian Association has a much larger work to do in the near future than it has ever done. The student work alone is so vast and

important as to call for the men of ten talents. We are to shape the thoughts of the thinker; give to coming leaders their philosophy of life and their conceptions of religion, and play a supreme part in bringing in the Kingdom of our Master. Never, as it appears to me, since apostolic days, did Christian service demand such trained and consecrated leadership as it does this day."

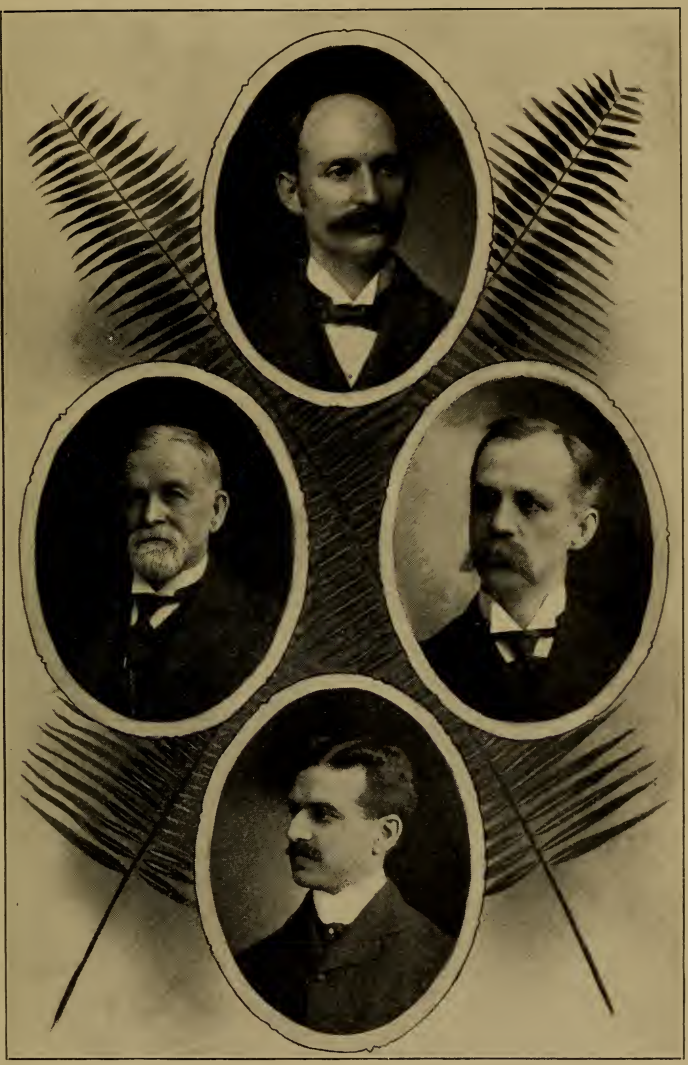


Secretary Board of Education, Methodist Episcopal Church.

"It goes without saying that the future of the Association movement depends upon the character and quality of its leaders. The 'wrecks' which in the past have so greatly discouraged the Christian business men and the workers of many cities and towns, have been caused, in almost every instance, by untrained and inexperienced leadership. So important is this matter that no man should be placed in the responsible position of secretary of any Association unless he has had the necessary training and experience which should reasonaby insure successful leadership."



General Secretary, Montreal.



OFFICERS OF THE CORPORATION

ARTHUR D. WHEELER

ROBERT WEIDENSALL L. WILBUR MESSER

HENRY H. MARCUSSON

II

The Institution

The Secretarial Institute and Training School of Young Men's Christian Associations is a Wisconsin corporation, practically all of its real estate being on the shores of Lake Geneva in that state.

It has no capital stock. Its memberships can only be held by active members of Young Men's Christian Associations. These members are representative of the Associations in the various states of the Central West.

Its organization under the active membership test; its endorsement by International conventions, and its representative management, place it among the regularly constituted and recognized Association enterprises.

The Board of Directors is composed of employed and volunteer Association leaders from a number of states. That they are representative Association men is indicated by their official connections.

Mr. Arthur D. Wheeler, the president, is a member of the Advisory Board of the Chicago Association, and was, for ten years, a member of the Illinois State Executive Committee.

Judge Selden P. Spencer is a member of the Board of Managers of the St. Louis Association, and a member of the Missouri State Executive Committee.

Mr. Franklin W. Ganse is a member of the Committee of Management of the Central Department, Chicago Association; a member of the Illinois State

Executive Committee, and a corresponding member of the International Committee.

Mr. Edward P. Bailey is second vice-president of the Chicago Association, and an advisory member of the International Committee.

Mr. George T. Coxhead and Mr. L. Wilbur Messer are general secretaries of the St. Louis and Chicago Associations, respectively.

Messrs. I. E. Brown, E. E. Stacy, W. A. Magee, Frank E. Anderson, Frank H. Burt, and Henry E. Rosevear are state secretaries, respectively, of Illinois, Indiana, Iowa, Wisconsin, Missouri, and Kentucky.

Mr. Robert Weidensall is the senior secretary of the International Committee.

The business affairs of the corporation are committed to the Board of Business Management of which Mr. Arthur D. Wheeler is the chairman. The educational work is in the general charge of the Board of Educational Control, of which Mr. I. E. Brown is chairman. The general plan of organization conforms to that of leading educational institutions.

In its executive force this institution follows the ordinary Association plan as nearly as may be, the general secretary being the chief employed executive officer, and sustaining the usual relation of that officer to the public and to other Association activities.

ADDITIONAL DIRECTORS

FRANKLIN W. GANSE

I. E. BROWN

S. B. CHAPIN

SELDEN P. SPENCER

W. A. MAGEE

GEORGE T. COXHEAD

HENRY E. ROSEVEAR

EDWARD P. BAILEY

FRANK H. BURT

E. E. STACY

FRANK E. ANDERSON

Officers of the Corporation

ARTHUR D. WHEELER, Chicago, *President.*
ROBERT WEIDENSALL, Chicago, *Vice-President.*
L. WILBUR MESSER, Chicago, *Recording-Secretary.*
HENRY H. MARCUSSON, Chicago, *Treasurer.*

Additional Directors

I. E. BROWN, Chicago.
FRANKLIN W. GANSE, Chicago.
S. B. CHAPIN, Chicago.
EDWARD P. BAILEY, Chicago.
HENRY E. ROSEVEAR, Louisville.
E. E. STACY, Indianapolis.
SELDEN P. SPENCER, St. Louis.
FRANK H. BURT, St. Louis.
GEORGE T. COXHEAD, St. Louis.
FRANK E. ANDERSON, Milwaukee.
W. A. MAGEE, Des Moines.

Board of Business Management

ARTHUR D. WHEELER, *Chairman.*
HENRY H. MARCUSSON.
FRANKLIN W. GANSE.
SELDEN P. SPENCER.
S. B. CHAPIN.
EDWARD P. BAILEY.
L. WILBUR MESSER.

Board of Educational Control

I. E. BROWN, *Chairman.*
FRANK H. BURT.
WALTER M. WOOD.
WINFIELD S. HALL, M. D.
L. WILBUR MESSER.
GEORGE T. COXHEAD.
JOHN W. HANSEL.

Employed Officers

JOHN W. HANSEL, *General Secretary.*
J. SIDNEY HOTTON, *Assistant General Secretary.*
G. QUINCY DUNLOP, Lake Geneva, *Foreman of the Grounds.*

Faculty

I. E. Brown, M. A., *President of the Institute and School.* Evidences of Christianity, Church History, the Bible and Science.

L. Wilbur Messer, *Principal of the Secretarial Department.* Principles and Methods of Association Work, Workers' Bible Training Class, Current Problems.

Winfield S. Hall, M. D., Ph. D. *Principal of the Physical Department.* Physiology of Exercise, Theoretical Kinesiology.

Walter M. Wood, A. B., *Principal of the Educational Department.* Educational work of the Association, Pedagogy.

Henry F. Kallenberg, M. D., *Associate Principal of the Physical Department.* Physiology, Physical Examination and Prescription of Exercise, Practice of Gymnastics, Athletics and Aquatics.

John W. Hansel, Synoptical and Inductive Bible Study, Normal Personal Workers' Training Class.

J. Sidney Hotton, M. A., Rhetoric, Rules of Deliberative Bodies, Proof Reading, Correspondence.

James F. Oates, Ph. B., Committee Organization, Association Finances.

Arthur D. Wheeler, Ethics, Sociology.

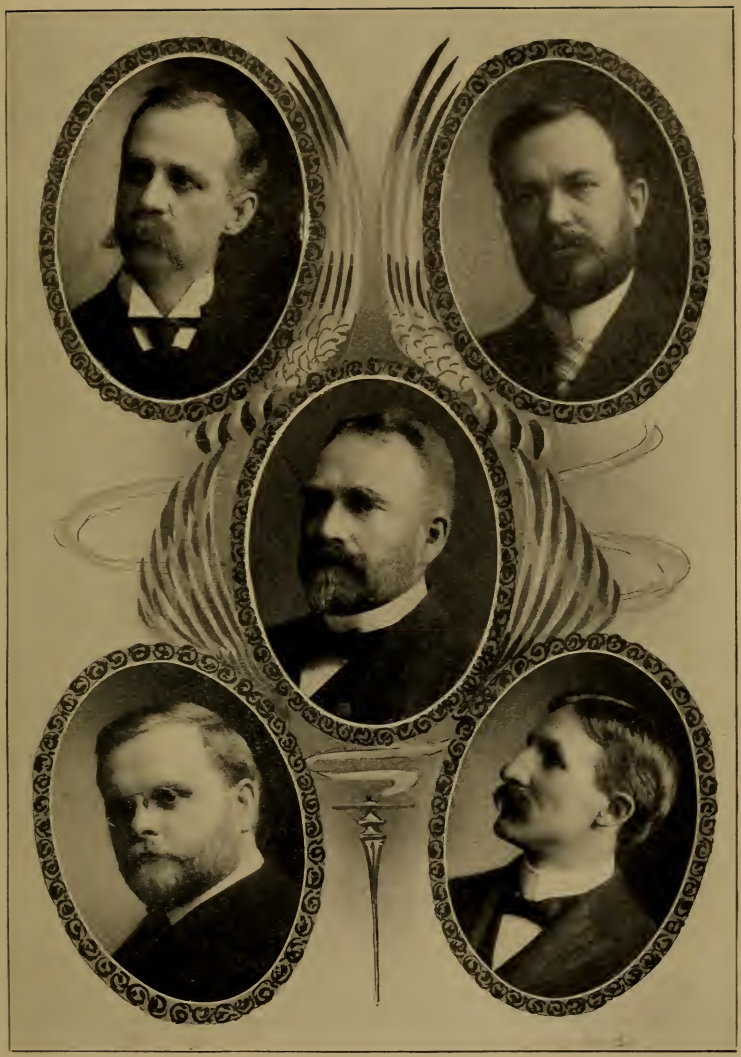
Charles J. Kurtz, M. D., Anatomy, First Aid to the Injured, Personal Hygiene.

Special Instructors

M. M. Parkhurst, D. D., Doctrinal Bible Study.

William J. Parker, B. S., Special Lectures on College Association Work and on the Development of the Active Member.

Frank H. Burt, B. S., Personal Religious Work, Association Bible Study Department (Summer Term).



OFFICERS OF INSTRUCTION

L. WILBUR MESSER

WINFIELD S. HALL, M.D.

I. E. BROWN

WALTER M. WOOD

HENRY F. KALLENBERG, M.D.

W. E. DAY, *Physical Director*, Dayton, O. Theory and Practice of Athletics, Physical Department Economy (Summer Term).

JAMES NAISMITH, M. D., *Professor of Physical Culture*, University of Kansas. Anatomy, Physiology, Hygiene, First Aid (Summer Term).

GEORGE T. COXHEAD, *General Secretary*, St. Louis. Association Business Management and Equipment (Summer Term).

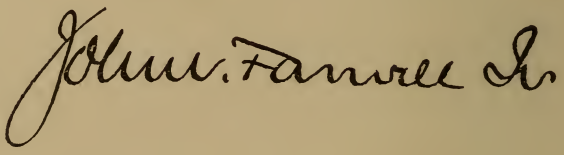
ALBERT J. COATS, *Physical Director*, Honolulu, H. I. Assistant Instructor in Gymnastics and Athletics (Summer Term).

III

Employed Leaders

"As men of affairs have become connected with the work of the Young Men's Christian Association, they have realized the necessity of an organization of men of trained ability to manage its ever unfolding activities. The Association has come to be so much of a permanent social and religious factor in our American city and village life, its function is now so well defined and recognized that a certain definite training such as a lawyer, a doctor, or a clergyman would require for his profession has become necessary in Association work.

"As these professional men need schools for preparation for their life work, so in the Association. From no other source can the great demand for educated, especially trained secretaries be supplied. I believe most heartily in this training school idea and in the means being taken to further and to mature it. As the Association reaches human nature on all its sides, and especially in forming its highest ideals, its work should be carried on by the broadest, manliest, and best trained men in the community. The training school is an absolute necessity."



The training of the employed leader in Association work is not only a necessity—the thorough training is a necessity. No superficial training should be tolerated for a life work so vital and so complicated as that of the Young Men's Christian Association secretary or director.

ADDITIONAL INSTRUCTORS

FRANK H. BURT	CHARLES J. KUETZ, M.D.	JAMES F. OATES
W. E. DAY	ARTHUR D. WHEELER	GEORGE T. COXHEAD
WILLIAM J. PARKER	M. M. PARKHURST, D.D.	JAMES NAISMITH, M.D.
J. SIDNEY HOTTON	JOHN W. HANSEL	ALBERT J. COATS

Mr. Edwin F. See has emphasized the necessity of such a training for college men looking to this field, and insists "that the knowledge of Association history and methods, the practical study of sociology as applied to the special needs of young men, the scholarly course of instruction in the English Bible will be of the utmost service to a college graduate in his preparation for the secretaryship, while the instruction in anatomy and hygiene, in anthropometry, in physical examinations, and the prescription as well as the conduct of exercises, are simply indispensable to the college graduate looking forward to the physical directorship."

A general education no matter how liberal is not sufficient for these distinctive Association callings. Large general culture concentered and rendered effective by special training is the preparation which the Associations are more and more demanding.

The work of this institution for the education of employed Association leaders is principally done in Chicago. Courses are conducted each year during eight months of fall, winter, and spring in the Central Building of the Chicago Young Men's Christian Association.

The courses provide for the special training of all employed officers, for their respective positions.

Following the reasoning of other professional and technical schools, the location is ideal. Association and other religious activities abound. Opportunity is freely offered for study of and participation in practical work. The Chicago Association, with its City, Railroad, and Student Departments, of which the Central now has 4,200 members and a superb equipment, in the building where the school is conducted, offers the best opportunity for the study of Association methods. The

instructors are largely chosen from the experienced and successful Association leaders in active work. Chicago is also the headquarters of the State Committee of Illinois and of several of the International Secretaries, and the Training School is able to secure the assistance of leading specialists in the work in its different departments.

The location, equipment, and instruction of this school are not only the very best for its purposes, but the conditions permit of their use on terms of the greatest economy. Such a plant, with such a faculty, maintained independently, would cost several times the budget of the entire work of the institution.

Eminent specialists from the great universities are readily accessible for courses of lectures on subjects that pertain to the work of the Association.

Opportunities are constantly afforded the student of personal contact with both employed and volunteer leaders of experience. This touch of man with man is by no means the least part of such a training.

All students are members of the Central Department and have access to all phases of its work and the use of its superior appliances.

The length of the ordinary course is two full years, but this varies with the previous training of the student. Three terms of each year are held in Chicago, and the fourth at Lake Geneva. This summer term is held in July and August, and is as thorough in its work as any other part of the course; it also puts the students in touch with the large number of Association leaders who visit the encampment from all parts of the country, and with the recreative features of Lake Geneva.

The course for the physical directorship is longer

EMPLOYED OFFICERS

JOHN W. HANSEL

J. SIDNEY HOTTON

G. QUINCY DUNLOP

than that for other positions, generally requiring three full years. The student must have a careful scientific training to fit him to prescribe exercises and advise habits of life for the young men who come under his care, if they are to develop and maintain their best health and strength.

This is not the catalogue of the school, but enough has been said to suggest to the reader that the training of an Association expert rests on a broad, scientific basis, and is adapted to the different needs of the several employed officers.

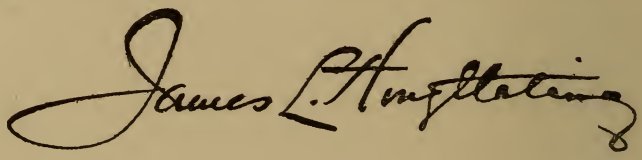
Courses of Instruction

The courses of study, as arranged, contemplate the preparation of the student to become an intelligent and aggressive Christian worker, well informed on all departments of Association effort, in addition to becoming a specialist in his own department. The study of the Bible is central and fundamental in the courses. Practical work occupies a prominent place throughout the courses. The subjects of instruction and training may be grouped under the following general headings:

I. The English Bible.
II. Association History and Economy.
III. Principles and Methods of Personal and Public Religious Work among Men and Boys.
IV. History and Evidences of Christianity.
V. Physical Education and Physical Department Economy.
   Theoretical—Anatomy, Physiology, Anthropometry, Physical and Medical Examinations.
   Practical—Gymnastics, Athletics, Aquatics, Pedagogics of the same.
VI. Association Educational Work—Theory, Observation and Practice.

VII. Sociology and Ethics.
VIII. Study of and Participation in Actual Association Work.
IX. Graduation Thesis.

"The growth of lay co-operation in the work of the Christian church is in large measure due to the Young Men's Christian Association. The first necessity for effective lay work is the spirit of helpfulness, the desire to serve; the second necessity is good leadership. The great modern army of workers cannot be officered by the clergy. There are not enough of them to go around, and if there were, there are many phases of work which can be better done by laymen. These latter must be as carefully trained, though differently, as the clergy. Hence the need of training schools for Association secretaries and other Christian workers. The need of them is self-evident; and fortunately this need is being supplied. There is no better investment than the support and endowment of these training schools."



GYMNASIUM — CHICAGO

CENTRAL DEPARTMENT

IV

Volunteer Leaders

Every Young Men's Christian Association must command the confidence and support of the churches and of the business men of its community. To do this it must have their representatives enlisted in its work. No matter how faithful and efficient its employed officers may be, they cannot fully represent or influence those interests.

Not only for what they represent, but for what they must do, the committee men of an Association form an all-important part of its working power. A strong Association with a weak body of volunteer leaders, or a weak Association with a strong body of volunteer leaders, would be equally hard to find. The one overshadowing need in the great bulk of the Associations is a loyal, representative and intelligent committee force. Given this, and the other needs will be cared for to a certainty, and a successful work will result.

To be loyal, these volunteer leaders must be in sympathy with all that builds up a strong manhood, and especially with the Christian aims of the Association. To be representative, they must be leaders in church and community. To be intelligent in Young Men's Christian Association work, requires more than a knowledge of what the local Association is doing. It is part of a complex and world-wide movement. To be a truly intelligent leader, the volunteer worker must understand

and participate in the work not only of his city, but in state, international, and foreign work, of which his local Association is a part; and to keep in touch with the other varied activities of the Association world.

The common ways of attempting this have been by the reading of the periodical and permanent literature of the cause, and by attendance upon district, state, and international conventions.

But the best convention, while it stimulates and inspires, and emphasizes certain leading features, cannot supply any sustained or symmetrical training. To get this, the plan offered must provide an educative influence, more frequent, more detailed, and more comprehensive. This need is measurably met in what are called "conferences."

The Institute tries to maintain a balance between its work for the volunteer and the employed leader. It has occasional called conferences on particular phases of Association work in Chicago, where it enjoys facilities for conducting them similar to those which make its training-school work successful. It is believed that these conferences can be made an increasingly important part of the work done in Chicago.

But the main work for the volunteer leaders is done on the grounds of the Institute at Lake Geneva.

Each year in June, a ten-days' College Student Conference is held, attended by several hundred leading members of the College Associations of the Central West. This is not the place to enlarge on the great work which is being done in the name of Jesus Christ among the College men. As the leaders of these coming leaders meet to receive instruction in the Word of God, and in Association principles and methods,

WILLIAM E. LEWIS

a lasting impetus is given not only to their individual Christian life, but to their interest in work for other young men. Each year many a student leaves the shores of the beautiful lake with a purpose and a knowledge for a life-long leadership in this form of Christian activity. This conference is a leading factor in developing uniform and efficient Association work in the colleges of these States. Each session has marked an epoch in the life of many a choice young man. The International Committee co-operates with the Institute in the conduct of this conference.

This will be the fourth year of The Conference of Volunteer Workers in City, Town, and Railroad Associations. This also lasts for ten days. The attendance on this conference is of active leaders in Associations of the classes named, and the work done varies accordingly. The platform addresses, lectures, and discussions are for the education of the volunteer leaders who attend the conference, and cover not only the leading problems of the local Associations, but the history and principles of all Young Men's Christian Association Work.

The steady increase in the interest and numbers of these two conferences proves that they are doing their designed work. The personal contact with successful employed and volunteer leaders is one of the chief gains from attendance upon these conferences. The educative value of personal contact with these experienced men, and the blessing of their religious influence, are strong factors in the general good accomplished.

Two other features of the Lake Geneva side of this Institution should not be overlooked. The physical development of the delegates is not neglected. Light work is done in the gymnasium, and tennis, baseball,

swimming, rowing, and other athletic work is done with more or less system. Recreation is always abundantly provided for. Plenty of opportunity is given for relaxation and social enjoyments of the best sorts, both for day and evening.

It may truly be said that the work of the Institute on its grounds at Lake Geneva is another illustration of the Association's all-around activity.

"The value of trained leadership should be a self-evident proposition. The amateur, at his best, is not regarded as being in the same class with the professional, and the difference is simply training. This principle applies in all life. Our Association, being composed in theory of volunteers with trained executives, can only reach their highest proficiency when the volunteer himself has an intelligent, comprehensive view of the field and methods of the work under our organization. This can be gotten nowhere in my judgment so effectively as during a ten days' sojourn by the beautiful Lake of Geneva, listening to thoughtful teachers and communing with other volunteers from every section of our country, thus combining the theory of the teacher with the results of his co-workers."

T. S. [illegible]

GROUNDS — LAKE GENEVA

RECEPTION HALL TABERNACLE

DINING HALL

V

Historical

The Secretarial Institute and Training School of Young Men's Christian Associations is a combination and a growth. Before 1896 there were two organizations, the Western Secretarial Institute of Lake Geneva, Wisconsin, and the Training School of Chicago. These worked together, with the same general secretary now employed, from 1890 to 1896. Indeed the idea of a training school in the Chicago Association building arose in 1890 in the minds of some of the Institute leaders. The wisdom of the combination and of the later consolidation has been proven.

The year 1890 was a year of great expansion in this work, seeing as it did, the starting of the training school, the securing of the general secretary by the Institute, the commencement of the summer school at Lake Geneva, the launching of the College Students' Conference and the erection of the Lewis Memorial Tabernacle.

The Western Secretarial Institute was incorporated in 1886. Its first session was held in 1884.

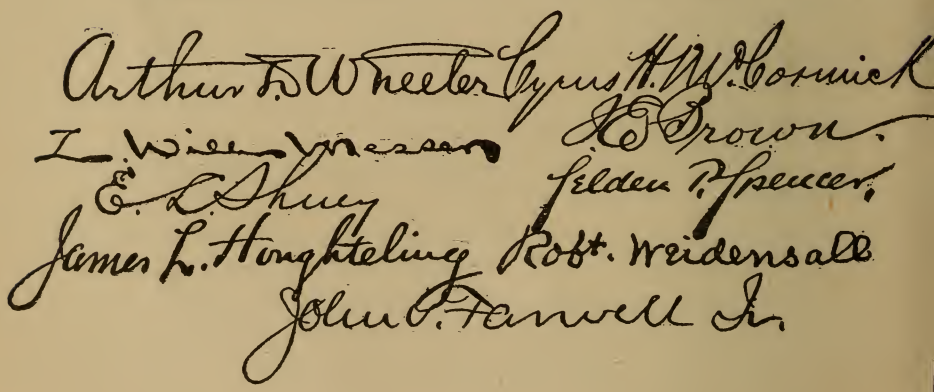
Mr. Weidensall, still a director of the enterprise, had argued for the establishment of a training school for general secretaries as long ago as 1872. His article in the "Watchman" in 1883 brought about the consideration of the matter by a number of general secretaries assembled at their international conference at Montreal in May, 1884. They appointed a committee to select a

place and arrange for an institute to be held that summer. It was held at Lake Geneva from August 1 to 14, 1884. This original institute program was held each year until 1898, in which year it was succeeded by the Conference of Volunteer Workers.

William E. Lewis, of Milwaukee, State Secretary of the Young Men's Christian Associations of Wisconsin, was the first president of the Institute. Chosen in 1884, he served in this office until his death, which occurred on the grounds in August, 1890. He was succeeded by I. E. Brown, of Chicago, State Secretary of Illinois, who continued in the office until the recent reorganization of the Board in February, 1901. Arthur D. Wheeler is now president of the Corporation, and Mr. Brown is president of the Institute and School.

"From personal knowledge regarding the work of the above institution, we are convinced that it is an agency of transcendent importance in the development and permanence of the Young Men's Christian Association.

"Its work of furnishing a thoroughly trained leadership, both employed and lay, merits the substantial support of all who are interested in the advancement of the Association cause."



GROUNDS — LAKE GENEVA

ATHLETIC FIELD

GYMNASIUM

TENNIS COURTS

VI

Results

Three thousand of the brightest students from institutions of higher learning have been strengthened in Christian character, have been given a knowledge of the history, principles, and genius of Association work, have carried into their colleges and universities a spirit of earnest, practical service, and have given an impetus to the Christian activities and to the intelligent study of the Bible, that has called forth the highest commendation of prominent educators and Christian leaders.

Many volunteer workers in City Associations and a number of secretaries and physical directors received their inspiration for Christian service and their training for Association work at this gathering of college students.

Five hundred men have attended the Summer School for Secretaries and Physical Directors. These men have come not alone from the states of the Middle West, but from the extremes of the country, North, South, East and West. Many have attended for several summers in succession. Most of them have been engaged in Association work as employed officers. At present one hundred and fifty of these men are in the Association service.

Three hundred and twenty active members of Associations have been enrolled in the Conference of Volunteer Workers in City, Town and Railroad Associations. Speaking of the importance of this conference, Mr. E. L. Shuey, of Dayton, O., a member of The International

Committee, said: "The value of a detailed view of Association history and work was demonstrated to every one who followed the course. Appreciation of the principles which have controlled our work, and the knowledge of the steps that have led to our present methods will make more intelligent and enthusiastic workers. I have seen no movement in our work in recent years that seems to me to promise more practical results or to offer a better opportunity to cultivate new workers than this Volunteer Conference."

One hundred and ninety-two students have been enrolled in the regular courses in Chicago. Sixty-two have graduated. Fifty-one graduates and thirty-three non-graduates, eighty-four in all, are now employed in Association work as follows: Thirty-one as general secretaries, thirty-five as physical directors, two as educational directors, four are secretaries of state committees, and two are international foreign secretaries. Twenty-two of these men are located in Illinois, fourteen of whom are in Chicago. Eight are located in Indiana, five in Iowa, five in Kentucky, four in Missouri, three in New York State, three in Michigan, two each in Ohio, Nebraska, Louisiana and Texas, one each in Kansas, Mississippi, Pennsylvania, New Jersey, Colorado, Wisconsin, Virginia, West Virginia, North Dakota, South Dakota, Oregon, Alabama, Maryland, District of Columbia, and Minnesota, and one each in Canada, China, Ceylon and Hawaii.

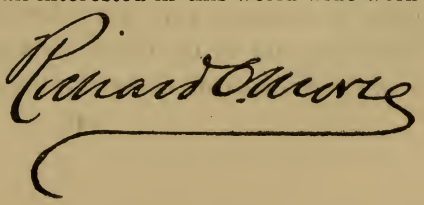
During the school year just closed, there has been a total enrollment of seven hundred and sixteen: In the Training School, forty-one; in the College Conference, four hundred and thirty-three, from one hundred and sixty institutions; in the Conference of Volunteer

GROUNDS—LAKE GENEVA

Workers, one hundred and forty-four, from forty Associations; in the Summer School, eighty-six, from twenty states; and in the Mid-winter Institute, twelve.

A comparison of results gathered by The International Committee shows that of the non-training school men who entered Association work from 1887 to 1896 inclusive, only nineteen per cent are still in the work, while of the men who entered from this school during the same period, most of whom were non-graduates, fifty-five per cent are still in the work. The school's own record of its graduates during the ten years of its history shows that all entered the work and that eighty-four per cent still remain in it.

"The leadership of the Young Men's Christian Association was intrusted in the beginning exclusively to volunteer laymen, who administered the Association work during their leisure time. The growing dimensions of the work, however, created a demand for employed officers, who gradually came into their present subordinate relation to the leadership. As the Associations have developed their work the need of training for both classes of Association leaders has become more and more pronounced. In response to this need secretarial training schools were established and for many years have been justly valued by the Associations. They have abundantly demonstrated their right to existence as an invaluable part of the Association work, though up to the present time the great majority of leaders, both among laymen and secretaries, have received training outside of school or institute. The wise emphasis laid by The Secretarial Institute and Training School upon the training in school and institute of both these classes of leaders constitutes one of its strongest claims to the good opinion and gratitude of all interested in this world-wide work for young men."



VII

The Outlook

If in this telling age merely

"To be living is sublime,"

it is far more sublime to live so as to fill full the measure of one's usefulness. This is the age of the "strenuous life." It is not haste that is needed but intensity. To move rapidly is not of so great importance as to make every movement count.

The growth of the Young Men's Christian Association has been marvelous. In a little more than fifty years it has come to be universally recognized as one of the greatest achievements of the nineteenth century church. Especially is this true of the American Young Men's Christian Association, where that type of Association work has been developed, which is being adopted by the Associations in all lands. It has naturally taken the place of leadership in the extension of the Association work throughout the world, but its career has just begun. It is now entering the period of its largest opportunity. With every sunrise its horizon is widening. On every side doors are opening and hands are beckoning to enter in and possess.

In a recent address entitled "A Vision of Association Extension," Richard C. Morse said, "The Association's right to existence and favor has been well established, but the period of its rapid growth is ahead." "Wherever the Association now exists the boy's work doubles the

READING AND STUDY ROOMS—CHICAGO

CENTRAL DEPARTMENT

field now open to it." "Association workers believe that only a beginning has been made in the city work west of the Mississippi and the Great Lakes and south of the Ohio and the James. The regions beyond in the student, railroad, army, navy, colored, and Indian departments and among lumbermen, miners, and other industrial classes of young men are so broad and needy that we realize that only a mere beginning has been made of Association work among all of these classes." Continuing he gives as a vision of the near future the Association accommodated, "not in four hundred, but in at least one thousand buildings; instead of a regiment of employed officers fourteen hundred strong, several regiments numbering at least five thousand 'good men and true'; a physical department with one thousand gymnasiums; educational classes, in which between one and two hundred thousand are enrolled; a railroad department established at one thousand division points and enrolling a half million railroad men; a student department with one hundred thousand student members; a colored men's department in one hundred schools and colleges and in three times as many cities; an army and navy department offering Christian welcome and fellowship to every soldier and sailor at every army post and naval station, on every ship and in every camp; a work among all classes of boys and young men, providing wholesome recreation and Christian hospitality; a religious work in which an ever-increasing number of boys and young men are hearing and yielding to the message of the Gospel, eagerly and devoutly studying the Bible, and engaging in prayerful personal work; and finally the vision of this many-sided, Christ-like work transplanted to every continent." We believe

that this is a vision, not a dream. To realize it the Association needs but to keep up its present rate of progress.

Where shall they come from, this army of men who are to direct this world-wide and highly-developed work? It is acknowledged that the employed leader in the American Association economy, more than any other one factor has, under God, raised it to the place of supremacy in the Association work of the world. Scores and hundreds of young men will be needed at once; men of native ability with an education and training that will grasp the history, principles, and technique of Association work, a preparation that will constitute each man an expert in his particular Association calling. To meet this need, the Association Training Schools at Springfield and Chicago must be generously supported and endowed. The highest Association wisdom should be enlisted in strengthening the courses of study, and in securing instructors of the first ability. Each international, state, and local secretary should constitute himself an agent of these schools with special reference to securing suitable men to pursue these courses of training. For more than two years the schools have each been seeking a man to be sent out for this purpose. It is hoped that the day is not far distant when The International Committee will place a secretary of superior ability in the field, whose duty shall be to seek men of peculiar natural qualifications for different phases of Association work and secure their attendance at one of the schools. The money expended in putting such a man in the East and another in the West for this purpose would yield large returns to the Association cause.

During the past year, the management of the school

STUDENTS — 1900–01

at Chicago has been devoting most careful thought to the raising of the requirements of admission, and to arranging the courses of instruction upon a plan that will appeal to and meet the requirements of college graduates and young business men of large ability and attainments. The summer courses at Lake Geneva have been extended and materially strengthened, and this summer session has been made a fourth term in the school year. The courses are so planned as to give the student of liberal education full credit for work covered and Association experience gained previous to entering the school, thus enabling him to secure the advanced standing to which his ability and previous attainments entitle him. The practical training, also, in connection with the course, will be made still more thorough, and will be given close supervision by the director of that department.

With profound thankfulness to God for the marked favor, the munificent blessings and the measure of success that has attended the efforts of this institution, and with deep appreciation of the generous self-denying co-operation and support of the many friends of its work, we advance into the second Association half-century not with any feelings of boastfulness, but confident, buoyant, purposeful, and with an unwavering faith in God and in a God-inspired humanity. Because sure of these, sure also of a larger measure of success, not only for this but for all similar institutions, and for every department of Association effort conducted in the spirit of Christ.

Endowment

It is desirable that the institution should be early put upon a permanent financial foundation. Gifts and bequests are solicited for the following urgent needs:

For the establishment of a chair of Biblical instruction.

For the establishment of a chair of physical education.

For the enlargement and maintenance of a Biblical and technical library. A larger collection of books on physical education is very much desired.

For general endowment.

AQUATICS — LAKE GENEVA

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